Resourcing the Strategic Plan results

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UNICEF 101
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At the heart of the matter: resources for results

Resource mobilization in support of UNICEF Strategic Plan and corresponding outcome and output-level results

Funding: for UNICEF programmes

Leveraging and advocating for continued and increased allocation of financial and other resources for children, not necessarily through UNICEF
UNICEF funding model and approach

• UNICEF is entirely dependent on voluntary contributions

• Income received as:
  – Regular Resources (RR) — unearmarked / unrestricted
  – Other Resources (Regular and Emergency) — earmarked, incl. pooled funding mechanisms, United Nations joint programmes, thematic funding for UNICEF’s Strategic Plan outcome and cross-cutting areas

• Accountabilities for resource mobilization at Headquarters level divided between public and private sectors:
  – Public Partnerships Division (PPD)
  – Private Fundraising and Partnerships Division (PFP)

• Resource mobilization is an organization-wide responsibility
UNICEF revenue: overall picture

- Revenue slides for 2nd consecutive year, but ahead of ExBd estimate
- RR grows by $138m, on the strength of Sweden and private sector
- Public sector continues to represent 2/3 of overall revenue

UNICEF revenue by type of funding, 2007-16
**Challenged high-grade OR funding**

**QCPR:** Encourages Member States making non-core contributions to reduce transaction costs, assign resources ... at the beginning of the annual planning period, with multi-year duration, streamlined and harmonized reporting and evaluation, and priority to pooled funds.

UNICEF thematic funding, 2009-16

Thematic funds decrease by $64m in 2016, mainly from private sector, dipping to 9% share of overall OR.
High volatility of emergency funding

- Highly volatile income trend based on major global emergencies, e.g. a) 2013-16: Syrian crisis, incl. refugees and migrants, b) 2014: Ebola crisis, c) 2015: Nepal earthquake

UNICEF ORE funding, 2005-16

- Big money chasing large emergencies with media attention, leaving numerous funding gaps. 2016 gap vs. appeals: 50%
High concentration of UNICEF resources

Broadening the UNICEF funding base for improved burden sharing & diversification of risk remains limited, with close to 3/4 of overall revenue derived from the top 20 resource partners

Top 20 resource partners, 2016

<table>
<thead>
<tr>
<th>Rank 2016</th>
<th>Resource Partners</th>
<th>Regular Resources US$</th>
<th>Other Resources (regular) US$</th>
<th>Other Resources (emergency) US$</th>
<th>Total US$</th>
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<tbody>
<tr>
<td>1</td>
<td>United States of America</td>
<td>132,500,000</td>
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<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
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<td><strong>3,535,437,010</strong></td>
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</table>
ODA chases quality investments aligned to SDGs

Only 6 countries met the UN target of 0.7% of GNI for ODA in 2016. As a whole, DAC donors achieved only 0.3% of GNI for ODA, pointing to upside potential.

Source: OECD, 2017
Leveraged domestic resources for SDGs

Domestic public resources are the largest source of financing to developing countries in aggregate

Domestic resources in developing countries; international resource flows to and from developing countries, US$ trillions, 2013

- **Domestic**
  - Public
  - Commercial

- **International**
  - Official
  - Commercial
  - Private
  - Illicit

**Inflows**

**Outflows**

International inflows
- Traditional donors (DAC ODA), pooled funds
- Emerging partners (Non-DAC ODA; BRICS/MINTs, The Gulf)
- Development finance institutions
- Private development assistance
- Remittances
- Private sector (commercial): Loans, FDI

Source: Development Initiatives, *Investments to End Poverty 2015*
UNICEF SP 2018-21: robust revenue growth

21% growth needed in revenue to meet Strategic Plan results

Total revenue of $22.8 billion over the four year period:
- $6.3 billion (or 28%) in unrestricted resources (RR)
- $16.5 billion (or 72%) in earmarked resources (OR)
  - Thematic funds to reach 15% of earmarked funds (compared to 9% in 2016)

Public sector revenue projected at $14.8 billion or 65% of total
Broadening and ‘innovating’ our funding base

**ENGAGING IN UN JOINT PROGRAMMES**

- Example: UNFPA-UNICEF Global Programme to End Child Marriage

**STRENGTHENING PARTNERSHIPS WITH INTERNATIONAL FINANCIAL INSTITUTIONS**


**INNOVATIVE FINANCING**

- Examples: Blended financing with IFIs to scale up WASH financing in African countries; buy-down by Bill and Melinda Gates Foundation of IFI/bilateral loans for polio eradication

**PLEDGE DONORS**

- Pledge donors stay with UNICEF for an average of ten years and represent a large, predictable contribution to RR. There is significant scope to scale up
Building win-win partnerships for children

Key Strategies for Resourcing the 2018-2021 Plan

- Continue to demonstrate results for children & value for money, including through improved Results Based Management, reporting, accountability and transparency.

- Enhance partner recognition, including for RR and thematic funding.

- Strengthen relationships with traditional partners and broaden the funding base, e.g. China, India, World Bank, foundations & corporates, and investment in private sector/pledge & legacies.

- Advocate and leverage funding from public and private partners – not just for UNICEF – but for results for children towards achievement of the SDGs.

- Commitment needed from public and private partners to increase predictable and flexible resources to achieve results for children.
Thank You